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**Lamp:** Knowledge

**Circles:** The red, yellow, brown, white, and black circles surrounding the lamp represent the diversity inherent in the Department of Defense.

**Scale:** Justice and equality - “Infinite Dignity and Worth”

**Sword:** Truth

**Arrows:** Readiness - “EO affects mission readiness”

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## REFLECTIONS

*Reflections* is a publication of the Defense Equal Opportunity Management Institute, Patrick Air Force Base, Fla. The journal provides equal opportunity and equal employment opportunity specialists of all DoD Services and the Coast Guard with the latest equal opportunity news, information and features complementing the instruction at DEOMI. Opinions expressed herein are not necessarily those of DEOMI, DoD, or the U.S. Government.

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## From the Top

# Watts: New campus; same mission

## DEOMI Commandant urges staff, students to maintain focus

by CAPT Robert D. Watts  
DEOMI Commandant

PATRICK AFB, Fla., -- This is, indeed, a thrilling time to be part of the DEOMI team. Since our inception as the Defense Race Relations Institute in 1971, we have never really had a "home of our own."

All that has changed, of course, now that we have moved into our brand-new, state-of-the-art, 92,000-square foot campus, complete with all the newest and best technology.

It's been a long-time coming, that's for sure, and we have numerous people -- both past and current members of DEOMI -- to thank for this facility.

The change in scenery and upgrading of our facilities is a very good thing.

But what hasn't changed, and what will never change as long as there is a need for DEOMI, is our focus on mission readiness -- and on the indisputable fact that an effective and fair equal opportunity program is a real force multiplier.

In today's military, perhaps more than any other time in history, the skills you learn here -- regardless of your rank or the course you take -- will be greatly needed.

They are needed now on your ship, in your office, on your state-side or overseas base, and -- contrary to what some

*"But what hasn't changed, and what will never change as long as there is a need for DEOMI, is our focus on mission readiness -- and on the indisputable fact that an effective and fair equal opportunity program is a real force multiplier."*

**CAPT Robert D. Watts**  
DEOMI Commandant



may believe -- "where the rubber meets the road."

And that's in combat zones.

Sometimes the "beans and bullets" mentality of commanders can blind them to the importance of people.

I'm reasonably sure we've all "been there and done that."

One of your most important jobs will be to see that doesn't happen. If the "emperor" (commander) isn't wearing any clothes in the EO or EEO arena, you have to be the one to tell them.

Over the years, I have come to the inescapable conclusion that regardless of the software, the high-tech missile and weapons systems and the entire gamut of sophisticated equipment the U.S. military has at its disposal, nothing is more important -- nothing more vital to mission accomplishment -- than the people who make it all work.

It is, and always has been, the people ... the finance clerk, the supply sergeant, the mechanic, the cook, the yeoman ... who are the biggest reason we are the world's most powerful military organization.

Please, do not ever lose sight of that -- and don't ever be afraid to remind your boss in the field the

very same thing.

It won't always be easy, but it will always be important.

I hope each and every one of you understand the vital importance of a positive EO climate in whatever service, size, type or mission-focused unit you find yourself working in now and in the future.

Use our on-line assets, call our library staff for assistance, take advantage of our research and climate survey capabilities.

We're here to serve you; that's the bottom line.

Don't forget that.

Talk is cheap and words are funny things. They can be manipulated, twisted, and taken out of context, so I don't say these things lightly.

So I want you to know I believe strongly in what I'm saying.

Here at DEOMI, we like to call ourselves the Department of Defense's Center of Excellence for Equal Opportunity and Equal Employment Opportunity.

What we like even more is the chance to prove it.

And that's just what we will continue to do.

You have my word on that.



CAPT Watts: "Over the years, I have come to the inescapable conclusion that nothing is more vital to mission accomplishment than the people who make it all work."

## From the Top

# Yates: Excellence is our baseline here

## New Dean sees job, responsibilities as a way of 'coming home'

by Mary Ann Chevalier  
DEOMI Public Affairs

PATRICK AFB Fla. — After months of anticipation the Defense Equal Opportunity Management Institute has a new Dean of Equal Opportunity Education, Dr. William T. Yates, II.

Yates is no stranger to DEOMI, serving as the Director of Training for two years beginning in 1987.

A smiling Yates said, "The best way of summarizing my feelings at returning is to say that I've come home: People who have labored in the equal opportunity field ... as I have, will understand what I mean."

Even though Yates retired from the Institute in 1989, he continued his EO career working with private industry, non-profit foundations and as a consultant in higher education for many years.

"My experiences in the foundation world, working with business and in education have given me a profound appreciation for the climate of equity that exists within the DoD.

"We still have some problems and concerns to address —such as the ongoing problem with sexual harassment

*"We still have some problems and concerns to address ... My experiences have shown me in tangible ways that EO is not a 'feel-good, nice-to-have' adjunct to the mission. It is integral to the*



*mission and we must continue to present this message until everybody 'gets it.'"*

**Dr. William T. Yates II**  
Dean of Equal Opportunity Education

— but on balance, our military has done a superb job of preparing people to assist commanders, supervisors and troops in the field to deal with the issues of diversity," he said.

As the Dean, Yates expects to preserve DEOMI's traditions but help to move the

"schoolhouse" forward into the future. The goal is to stay relevant by constantly looking at new issues that affect the DoD, military and society as a whole.

"I want to continue to have excellence as a baseline for what we do at the Institute.

"Our mutual challenge is to find ways that will allow us to continue what has been done and to improve upon it," said Yates.

When asked what the faculty, staff and students should know about him, Yates replied, "I am both people and mission oriented. If you take care of people, they will take care of the mission.

"I believe in 'management by walking around' and have not been disappointed in any of my work with the professionalism of people in the past.

"My experiences have shown me in tangible ways that EO is not a 'feel-good, nice-to-have' adjunct to the mission," Yates said with emphasis.

"It is integral to the mission and we must continue to present this message until everybody 'gets it.'"

### THE YATES FILE

#### Experience Summary:

**Independent consultant for management and human resources. Adjunct advisor for graduate studies for the University of Central Florida. Consultant to Fortune 500 clients in sexual harassment prevention and cultural diversity. Assistant Vice President, Affirmative Actions Temple University, Philadelphia, Pa. Program Director for the Woodrow Wilson National Fellowship Foundation (Princeton, N.J.). Director of Training and Acting Deputy Commandant at the Defense Equal Opportunity Management Institute (DEOMI). Assistant Chief Operations Division, Rome Air Development Center (RADC), Rome, New York. Chief, Technical Services Division, RADC, Rome, New York - Assistant for Social Actions, HQ AFSC. Drug/Alcohol Abuse Control Program Manager, I-IQ MAC. MAJCOM Chief EOT I-IRE Branch.**

#### Formal Education:

**PhD, Higher Education Administration, St. Louis University, St. Louis, MO, 1987.**

**M. S., Psychological Guidance and Counseling, Troy State University, Troy, AL, B.S., English/Secondary Education, Temple University, Philadelphia, PA, 1968.**

## From the Field



*"Does anybody really care about what I 'bring to the table' when 'mission accomplishment' and 'force protection' are first, and foremost, in everyone's mind. Or is it all talk?"*

Sgt. 1st Class Keith Redvay

# There I was

## The experience of a deployed EOA

by Sgt. 1st Class Keith Redvay  
10th Mountain Division

FORT DRUM, N.Y. --The Division Artillery command sergeant major and I deployed to Afghanistan to check on soldiers and offer any assistance we could to the hard working men and women assigned to the 10th Mountain Division.

As an Equal Opportunity Advisor, I felt, this trip was going to be a "dog-and-pony show," and with my limited equal opportunity experience, was unsure what I was supposed to be doing.

On the un-ending flight over I had time to reflect on my career to this point, the things I had accomplished, my current duties as an EOA, and how I got here from there.

However, I was still unclear of what my function would be on the ground. What does an EOA do in a combat arena? Is EO relevant under the conditions in which some of our soldiers are operating? Does anybody (really) care about what I

"bring to the table" when "mission accomplishment" and "force protection" are first, and foremost, in everyone's mind. Or is it all talk?

Let me back up.

In October, 2002 I was informed that I had been "selected" to attend the Equal Opportunity Advisors Course at the Defense Equal Opportunity Management Institute. I was not happy about it.

Before that, I was, at the time, a Chief of Firing Battery in the 82<sup>nd</sup> Airborne Division. I was, and had been, successful in my job for two years.

It was demanding, time consuming, competitive and very stressful. It was also the greatest job in the world.

I had spent all but one year of my military career on airborne status, never worked with females, swore (like it was a complete language of its own) and had no desire to be "sensitized" for 15 weeks.

How does that make you feel?

But being a soldier, and proud, I poured myself into the course. It was challenging, eye opening and overall, a

great experience. The downside was that I still did not know how I would fit in to the role of EOA. I was nervous, concerned of what others might think of me. I didn't want to be thought of as an unnecessary element in my unit. In my mind, I knew that I was useful and that I could be an effective EOA....but how?

Then came the call from the command sergeant major. He was deploying to visit the soldiers and tackle any issues the units may be having. I was to deploy in the capacity of the master gunner, and help with any issues that the firing batteries might have. I was thrilled! I was deploying and I was going to do something I understood completely. I could (finally) be useful, knowledgeable, a respected member of the team.

But wait -- *what about my duty as the EOA?* Oh well, I would pick it up again when I got back; it would be a short trip, only a couple of weeks.

After arriving in country, I was to go and spend a couple of days at one of the firebases and offer my assistance in any way I could. I was excited by the opportunity to do what I felt at ease doing. I took notes in reference to some supply issues they were having and offered some suggestions that I had for their sustainment within the firebase.

You may be asking, "where is this going?" Well, I had my hands full with one of the projects we were working on when one of the noncommissioned officers -- an African American -- stated that he was from Philadelphia. I also learned that he drove a pick up truck with a "red neck" bumper sticker and listened to Liberace. My ears perked up!

While continuing to work, I carefully placed comments about stereotypes, socialization and perceptions.

The conversation was such that everyone (approximately six NCOs and 10 soldiers) joined in to discuss their own stereotypes and gradually evolved into how, since joining the military, many of those stereotypes had been dispelled.

They discussed, in an open forum, how they felt about race issues facing them in their lives on a daily basis.

*Hey, this was EO stuff!* This was my



# From the Field



photo by Spc. Timothy J. Belt.

*I adjusted my body-armor, pulled down my goggles, and said, "I'm your Equal Opportunity Advisor." Those NCOs' jaws fell open as I trotted out to the bird. The bottom line is this: Equal Opportunity goes everywhere we go.*

current job! How did these topics come up on a "real world" deployment?

It was a momentous occasion for me. I had spent so much time thinking I couldn't do my EOA duties that I didn't realize I was doing them.

I share this experience in hopes to capture the real, profound significance this event had on me.

Also, I write for my fellow EOAs who feel there is no need for them to deploy. Not true. We are needed.

At DEOMI, I was given the working tools of the EO trade.

What I forgot was what I had before I learned this trade.

Long before we put on the proverbial "EO hat," we were all leaders, mentors, teachers and enforcers. The skills we can bring to a deployment do not have to start with a power point presentation about racism or sexism.

The abilities we had before attending DEOMI give us the credibility to be taken seriously when we do teach equal opportunity. That is what I didn't get.

Doing what I did, going out to that firebase to help, didn't in any way jeopardize my impartiality or lessen the importance of my EOA position (as some would have me believe).

It did afford me the opportunity to ply my skills as an artilleryman and bring, unbeknownst to the soldiers, an EO class

to them. I accomplished my mission!

Like a scene from a movie, my helicopter was landing to drop off supplies and take me home. The senior NCOs were saying farewell and thanking me for giving them a second set of eyes within their area of operation when one of them asked, "Sergeant 1st Class Redvay, besides coming out here to give us a hand, what is your *real* job?"

I adjusted my body-armor, pulled down my goggles, and said, "I'm your Equal Opportunity Advisor." Those NCOs' jaws fell open as I trotted out to the bird.

The bottom line is this: Equal Opportunity goes everywhere we go.

Mission first; people always!



*It was a momentous occasion for me. I had spent so much time thinking I couldn't do my EOA duties I didn't realize I was doing them.*

## **DEOMI's Guiding Principles**

**Respect** - for the infinite dignity and worth of all individuals

**Excellence** - in education, training and research

**Awareness** - of the issues, successes and strategies in human relations

**Diversity** - an understanding that our strengths derive from our differences as well as our shared values, goals and ethics

**Innovation** - of processes, technology and designs to enhance our mission

**Nation** - which we have sworn to defend and endeavor to improve

**Exchange** - of ideas in the spirit of academic freedom and professional responsibility

**Selfless Service** - a priority to the higher ideals of equality and fairness

**Support** - a commitment to quality processes for our customers and organization

# 'I never gave EO a second thought'

by 1st Lt. Christina Majewski  
759th MP Battalion  
FORT CARSON, Colo. --

I never wanted to be an equal opportunity representative. To be honest, I never gave equal opportunity in the Army a second thought.

I had heard of people complaining about not being promoted because of their color, of soldiers claiming they were the victims of sexual harassment, but I never gave them any credence. I thought EO was just another way for soldiers to complain and stir up trouble.

When I attended the EO course at Fort Carson, I learned just how wrong I was. Before the instructor could begin the first lesson, hands flew into the air as noncommissioned officers around me asked questions.

"I know a soldier who believes his chain of command kept him from deploying because he is a Muslim. Is that an EO complaint?"

"Is it sexist if a commander puts only females in the S-1 (administrative) shop?"

"What do I do if a male employee at the post exchange always hits on me when I shop there?"

To me, there were questions that needed to be addressed, not merely taken as complaints of disgruntled soldiers. During the first day, I reevaluated my stance on EO in the Army.

It became clear to me that just because I hadn't been the victim of an EO violation other soldiers hadn't been as lucky as I.

Many of my classmates were able to give examples of violations they had experienced.

Many of us also realized there was a good possibility we may have conducted ourselves in ways that were against the Army's EO policy.

My classmates were from many different backgrounds.

We all had stories to tell about our perceptions of different races or genders, and how those perceptions changed when we learned about EO.

As we went through the lessons, I realized there was so

*It became clear to me just because I hadn't been the victim of an EO violation that other soldiers hadn't been as lucky as I.*



much I had to learn about respecting my colleagues and superiors.

I also realized how much the average soldier doesn't know about the Army's policies.

Each day during lunch, I would go back to the company and brief my commander on what I learned that day.

He was impressed with how specific the EO policies were, and appreciated the fact that the company's EO classes were an important part of training for everyone.

He saw I was interested in teaching what I knew to others, and allowed me to enhance the company's next EO training cycle with tips I learned from my classmates.

Once I graduated from the course, I felt a personal responsibility to become involved in teaching EO to my company.

I had been educated and was eager to share what I learned with those around me.

My noncommissioned

officer in charge and I made sure our quarterly training was completed on time, that the classes were interactive and that our information was always correct and current.

My commander and first sergeant supported our efforts and worked to create an environment of openness within the company. It was important to us that soldiers felt comfortable discussing EO issues and were confident their issues would be resolved.

I am now the EO representative for my battalion, and the experience is no less rewarding.

I'm glad I attended the course -- I learned not only about the Army's EO policies, but also how to treat others with utmost respect and dignity.

I believe knowledge is power, and that I now have the education and resources necessary to teach those around me about the importance of equal opportunity.

### We Want (to hear from) You

Why not share your experiences with other readers of "Reflections?" Have some ideas on what more (or less) you'd like to read? We'd like to hear your real-life stories and comments.

Please contact DEOMI PublicAffairs at (321) 494-2853, DSN 854-2853, or email to Christopher.Calkins@patrick.af.mil





## Circle of (EO) Life

From student, to forward-deployed EOA, and back to senior leader instructor

by Master Sgt. Chris Calkins  
DEOMI Public Affairs

PATRICK AFB, Fla. -- This is a leader who does more than just talk the equal opportunity talk. He walks the walk. Out front. In a combat zone.

This is a leader who has gone full cycle now, hitting the EO trifecta, first as a student here at the Defense Equal Opportunity Management Institute, then as a forward-deployed Equal Opportunity Advisor with the 10th Mountain Division (Fort Drum, N.Y.) in Afghanistan, and now serving here as the director of DEOMI's Senior Leader Training Directorate.

This is a leader who has first-hand knowledge about what the "real-world" EO arena is like and very strong ideas about what his directorate can do — must do — to help facilitate mission success.

This is Army Lt. Col. Thomas McGeachy.

McGeachy believes education about different cultures can help strengthen

unit cohesion by dissolving stereotypes through educational events like Hispanic Heritage Month.

He reflected back on the celebration he helped direct last year in Bagram, Afghanistan.

"It's not just to highlight that group alone.

"We're not saying that Hispanic Heritage Month is just for hispanics. We want everyone to participate because we want that cross-talk to occur so that we have a better understanding of each other," said McGeachy.

"A successful event is when you go to a heritage month event — *any* heritage month event — and you see representatives from groups other than the particular group being highlighted," said McGeachy.

"The idea is to get everyone there so you have that cross talk of culture and ideas, and that's what they're (celebrations) for."

McGeachy takes the same



*"In Afghanistan, the command group was extremely supportive of the EO program.*

*The end result was that when issues arose, service members were able to resolve them at the lowest level possible because they had confidence that their leaders would do the right thing"*

**Lt. Col. Thomas McGeachy,  
current DEOMI Instructor,  
pictured here with Army Chief of Staff  
Gen. Peter J. Schoomaker in Afghanistan**



Lt. Col. Thomas McGeachy, left, and Master Sgt. Trevor Deveaux, Senior Chief Petty Officer Kurt Nance and Sgt. 1st Class Connie Papion observe a lesson during senior leader training.

common-sense, battle-tested, war-savvy mindset to the students he works and interacts with here on campus, or when he and his colleagues "take their show on the road."

"Our directorate deals almost exclusively with senior-leader training.

"They (senior leaders) are most often the reason a unit has a positive, or sometimes not-so-positive equal opportunity climate.

"Sometimes we are asked by a specific unit — any service — to come to their base and talk with and help train their senior leaders, both officer and enlisted.

"I think we've all been

around long enough to know if "the boss" shows real interest and places value on something, it's important.

"That's exactly the way it is with EO. Either the senior leaders are proponents of the program or they're not, and it's easy to see who buys into it and who doesn't," McGeachy said. "In Afghanistan, the command group was extremely supportive of the EO program," he said.

"The end result was that when issues arose, service members were able to resolve them at the lowest level possible because they had confidence that their leaders would do the right thing."



Photos by Master Sgt. Chris Calkins

Navy Chief Petty Officer Lisa Brown, second from left, discusses the purpose of the culture site visit with students of EOAC 04-01. With Brown are (left to right) Army Staff Sgt. Monte Tartt, Air Force Master Sgt. Dwayne Fulton and Army Staff Sgt. Steven Townsend. A portion of the class toured "Little Saigon," in downtown Orlando.

## G-o-o-o-o-o-d Morning, Little Saigon

by Master Sgt. Chris Calkins  
DEOMI Public Affairs

ORLANDO, Fla. --It isn't exactly on anyone's "must-see" or "things-to-do" list when they come here to sunny Central Florida, the recognized vacation capital of the world.

You won't find any costumed characters, late night firework shows or two-hour waits to get onto a favorite thrill-ride.

But you *could* learn something about a culture you knew little about just hours before.

That's exactly the point of the Defense Equal Opportunity Management Institute's culture site visits.

Twelve members -- and four instructors -- of Equal Opportunity Advisor Course 04-01 made the trek to a small, four-block area of downtown Orlando known as "Little Saigon."

Others in their class conducted similar culture site visits to learn more about the

American Indian, Hispanic-, Arab-, Black-, and White-American cultures.

The idea, said Navy Chief Petty Officer Lisa Brown, is to break the students out of their usual small group format -- taking two students from each of the six groups -- getting them to interact with each other

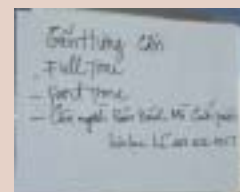
- and others -- in a setting very different from the campus on Patrick Air Force Base.

"Well coming here to "Little Saigon," we did just that. Our students not only got to know each other a little better, they got to learn a lot about a culture most of



Whether cruising the streets, grabbing a bite to eat or talking with shop owner's, the day was a learning experience, according to Sgt. Maj. Blandina Peterson, top.

*"Vietnamese and Hispanic cultures are more alike than I ever thought; especially when it comes to religious beliefs, family culture, work ethic and customs. I would never have known that if we hadn't come here. I'm glad we did."*



Staff Sgt. Rosa Delaney  
EOAC 04-01 student



# DEOMI News

them knew next-to-nothing about," she added

Brown said fellow EOAC instructor, Sgt. 1st Class Bruce Challenger deserves most of the credit for this first-ever trip.

"He's the one who found the place and suggested we come here. None of us really knew what to expect, which, in retrospect, made the day even more of a learning process.

"It's nice to get students out of the classroom once in a while and let them experience days like today," she said.

Sgt. Maj. Blandina Peterson couldn't agree more.

"When our students first come here to DEOMI, I tell them they must be willing to learn from others' past experiences and cultures.

"They must be able to empathize and understand how other's feel. They must be able to understand what kind of impact their behavior has on others," she said.

"They must be able to learn more about themselves and what they're really made of. They must be able to interact with others to learn what makes them who they are and what makes them so unique. Days like this help all of us to do just that.

"This was a learning experience."

Peterson added.

Agreed, said one of her students.

"Vietnamese and Hispanic cultures are more alike than I ever thought; especially when it comes to religious beliefs, family culture, work ethic and customs," said Staff Sgt. Rosa Delaney, a Mexican-American native of California, bound for duty at Fort Rucker, Ala. "I would never have known that if we hadn't come here," she said. "I'm glad we did."



The idea was for students to learn, according to the lesson plan. "Well coming here to 'Little Saigon,' we did just that. Our students not only got to know each other a little better, they got to learn a lot about a culture most of them new next-to-nothing about," said Chief Petty Officer Lisa Brown.



Staff Sgt. Rosa Delaney talks -- and shops -- in a Vietnamese store during her "Little Saigon" trip.



It didn't take long for these three to start using their heads.



Brown said fellow EOAC instructor, Sgt. 1st Class Bruce Challenger, second from right, deserves most of the credit for this first-ever trip to "Little Saigon."



"They must be able to empathize and understand how other's feel. They must be able to understand what kind of impact their behavior has on others," said Sgt. Maj. Blandina Peterson, center, having lunch with Chief Petty Officer Lisa Brown at a Vietnamese restaurant in Orlando.





"Nine times out of 10 the 'check the block' people are the ones who provide the most insight to some of the discussions," said Master Sgt. Dennis Jones.



Jones, right, here with Lt. Cdr. William James, doesn't let "first-day jitters" some students get bother him. .

## LTAC: Question of 'when,' not 'if'

### Senior leader instructors know interaction 'just a matter of time'

by Master Sgt. Chris Calkins  
DEOMI Public Affairs

PATRICK AIR FORCE  
BASE, Fla. -- Air Force  
Master Sgt. Dennis Jones is a  
seasoned, veteran instructor  
working in the Senior Leader  
Training Directorate. He  
doesn't let the small things  
bother him anymore.

He knows his Leadership  
Team Awareness Course  
students will eventually come  
around -- and then some.

"The first day or two they  
sit back with their arms folded  
and provide little or no input,"  
Jones said with a knowing  
smile.

"However, by the end of  
the week they are in the middle  
of every discussion and aren't  
shy about letting us know  
exactly what they think about

the class.

"Then they tell us they  
truly appreciate having the  
opportunity to share ideas  
with other senior leaders from  
the different services," he  
added.

Jones said it is extremely  
important for the group to  
interact and not only discuss  
the topics from a cognitive  
level -- what they think about  
the topic -- but to go deeper  
and to explore the affective  
level -- how does what they  
think affect them and the  
people that work with them.

"Having the group learn  
from each other's experience  
and being able to take away at  
least one "nugget" to assist  
them to become better  
leaders is one goal that we  
strive for," said Jones.

Along with the others in  
his directorate, Jones  
routinely spends anywhere  
from 40 - 60 days per year  
taking the LTAC message on  
the road.

Jones said sometimes  
when they find themselves  
away from the DEOMI  
campus, the team encounters  
what he calls a "check-the-  
block" type of leader.

But this veteran and his  
fellow instructors don't get  
flustered at the prospect of a  
challenge.

"The way we deal with this  
problem is to recognize there  
will be times when we have  
some "check-the-block"  
people in the class," he said.

"We deal with any negativ-  
ity and then press ahead with  
our regular presentations."

Many of the lessons in the  
course are interactive, which  
normally helps to draw people  
into the action or conversa-  
tion.

"We provide them with an  
exercise before each block of  
instruction, process the  
exercise and then facilitate the  
group through a discussion  
about that particular topic.

"Nine times out of 10 the  
"check the block" people are  
the ones who end up providing  
the most insight during our  
discussions," he said.

"Then we have the few who  
-- no matter what we do or say  
-- don't want any part of the  
training."

But Master Sgt. Dennis  
Jones and company don't ever  
sweat the small stuff.

They have a job to do.



"The first day or two they sit back with their arms folded and provide little or no input. However, by the end of the week they are in the middle of every discussion," said LTAC Instructor, Master Sgt. Dennis Jones.

### Leadership Team Awareness Course

The LTAC is a one-week course for service members in the grades of E-8 and E-9, O-4 to O-6 and DoD civilians in the grades of GS-9 and higher.

It's purpose is to increase senior leader awareness of equal opportunity issues that impact organizational effectiveness. The course is offered six times per year, here at DEOMI, with 45 seats allocated per class.



Lt. Col. Mike Lawrence, left, is an active duty National Guardsman, while his wife, Staff Sgt. Mary Lawrence, is an Army Reservist. Together, they work on an Air Force Base in a joint-service, Department of Defense Institute, where they both answer to a Navy captain.

## A Family Affair

### Guard husband, Reserve wife help keep EOARCC running, relevant

by Master Sgt. Chris Calkins  
DEOMI Public Affairs

PATRICK AFB, Fla. -- This is one military husband and wife team who takes the "one team, one fight" motto just about as far as it can go.

Lt. Col. Mike Lawrence, an active duty National Guardsman with an infantry background and the Defense Equal Opportunity Management Institute's National Guard Liaison, is married to Staff Sgt. Mary Lawrence, an Army Reservist, an administrative noncommissioned officer whose primary function is to assist enrolled students and adjunct faculty during the Equal Opportunity Reserve Component Course.

Together, they work on an Air Force Base in a joint-service, Department of Defense school, where they both answer to a Navy captain.

Whew!

"The reserve component soldiers and airmen who will assume duties as equal opportunity advisors are part of more than 3,000 communities across the 54 states and territories.

"Our student make-up reflects every ethnic, socio-economic, educational and professional demographic available to our military," Lawrence said.

So what does that mean?

"This diversity is valued; a value which has a direct impact on mission readiness," he said. "Additionally, this diversity creates an environment which encourages all reserve component service members to grow and succeed, both personally and professionally."

Lawrence said that all through the reserve compo-

*"History shows us that when a commander provides a diverse and discrimination-free environment, unit and mission readiness improve."*

LT. Col. Mike Lawrence  
DEOMI NG Liaison

nents, the incumbent senior leadership is mentoring subordinates to qualify them as future leaders.

Where, he added, those future senior leaders will reflect the anticipated demographic shifts in our society.

"History shows us that when a commander provides a diverse and discrimination-free environment, unit and mission readiness improve," he said.

"As part of the DEOMI experience, our students study diversity management and how it quickly becomes a force multiplier, therefore making the reserve components both relevant and necessary," he said.

Especially in today's world.

"The military's active force is being stretched to unprecedented levels in the global war on terrorism.

"To support the presidents national military strategy, the reserve forces are fighting next to their active duty component counterparts.

"Here at DEOMI, the reserve component students work toward the same end state as the active component students-mission readiness through focusing on the fight, rather than fighting with each other," he said.

Lawrence said while he and his wife will greatly miss the Institute when they transfer in the Spring -- they're both being assigned back to the Military District of Washington -- they are more than satisfied with the direction the EOARCC is headed.

Navy CAPT Robert Watts, DEOMI Commandant, said the uniqueness of the Lawrence's Guard/Reserve experience brings "something special" to their students -- and to DEOMI.

"They'll both be greatly missed, but I know they'll continue their outstanding work.

They *'get it,'*" Watts said.

"And that's easily translated to their students."



photos by Master Sgt. Chris Calkins

"Our student make-up reflects every ethnic, socio-economic, educational and professional demographic available to our military," Lt. Col. Lawrence said.

## ‘Pioneering’ Commandant passes away

Colonel Edward Krise, DEOMI’s first commandant, remembered as man ‘who would knock on every door’

*Army Colonel Edward Krise passed away Dec. 4, 2003, as a result of complications from an intestinal infection. He was 79-years-old.*

*Krise is survived by his wife of 55 years, Elizabeth Ann Bradt Krise of Hilton Head Island, S.C.; and two children, Patricia Lynn Krise Kane of Gaithersburg, Ky. and Thomas Warren Krise of Colorado Springs, Colo.*

by Master Sgt. Chris Calkins  
DEOMI Public Affairs

PATRICK AFB, Fla. -- The year was 1971.

The place was known then as the Defense Race Relations Institute.

Air Force Master Sgt. Gene Johnson (Ret.) thinks back on when he interviewed for a position at the brand-new Department of Defense organization with the man who would become the first of 12 commandants.

Thirty-plus years ago in Washington, D.C., unsure of what the mission was to become, Krise recruited Johnson along with a handful of other professionals.

“We are looking for dedicated men and women who will give 110 percent each and every day, because good race relations are the back-bone of our

forces being prepared to defend our nation,” Johnson remembers Krise saying.

“He was a true pioneer who never lost sight of that vision, ever,” said Johnson.

And, Johnson reflected, Krise would be very pleased to know that those words he spoke more than three decades ago still form the centerpiece and foundation for the institution now known as the Defense Equal Opportunity Management Institute -- “Mission Readiness.”

Krise served as a tank driver in the North African campaign of World War II, then fought with the Rangers from Sicily to Anzio in Italy, where he earned the Silver Star, the Bronze Star and a Purple Heart.

He was later taken prisoner at the Battle of Anzio and spent 14 months in a German Prisoner of War camp until he escaped in April, 1945.

In short, Johnson recalls, the man didn’t have any “give up” in him.

“Colonel Krise gathered us here and told all the DRRI folks that our primary function was to teach and train personnel to become race relations specialists.

“He also said that while we were doing that, he would knock on every door in Washington to ensure that we would get the DoD’s total support. It was his knocking on doors that sustained us in



Col. Edward F. Krise, DEOMI's first commandant, passed away Dec. 4, 2003. “It was his knocking on doors that sustained us in those lean times,” said Air Force Master Sgt. Gene Johnson (Ret.), a former instructor who knew Krise well.

those lean times,” Johnson said.

Now, after the opening of the new, 92,000-square-foot, state-of-the-art DEOMI campus, Johnson said Krise is probably “looking down smiling.”

“Knowing him as well as I did, I think he’d say he knew he was right all along, and this new building proves that the Defense Department recognizes and totally supports the Equal Opportunity and Equal Employment Opportunity programs,” Johnson said.

“Maybe he’s still knocking on doors.”



Col. Edward F. Krise, bottom right, always believed in an effective equal opportunity program and its importance to mission effectiveness said Air Force Master Sgt. Gene Johnson (Ret.), standing next to him. Their first “campus,” photo in 1971, at right, bears little resemblance to today’s facilities.



# DEOMI News

Need help assessing the EO climate within your organization?

Let us give you a helping hand with our ...

## MEOCS Family of Surveys

DEOMI has developed a family of surveys to assist you in assessing your organization's climate. The Military Equal Opportunity Climate Survey (MEOCS) family includes a climate survey for almost any DoD/Coast Guard unit employing military, civilian personnel, or a combination of both. The table below shows the different versions available to you, and the advantages and disadvantages of each version.

Version	Best Used When	Advantages	Disadvantages
Universal; All Services	The unit or organization has both military and civilian employees (This is the basic survey)	Large database (more than one million respondents) for comparisons	Less sensitive to EEO issues
Universal; All Male Units	The unit has male members only	Large database for comparisons	Less sensitive to gender and civilian EEO issues
MEOCS / EEO-Equal Employment Opportunity	A unit has a large proportion of civilian employees	Broader coverage of EEO issues and organization effectiveness measures	Longer survey (134 vs. 124 questions)
MEOCS LITE-Less Intensive, Truncated Edition	Commander desires briefer survey, less reactance on the part of unit members; for both military and civilians	Shorter (94 vs. 124 questions); includes measures of EO program effectiveness; commander can add up to six additional questions	Does not measure service-level perspective
SUEOCS - Small Unit EO Survey	Units have fewer than 50 employees; for both military and civilian employees	Will work in any size unit, regardless of demographics	Smaller database for comparisons

For more information about MEOCS, go to our web site <https://www.patrick.af.mil/deomi/deomi.htm> or contact our Directorate of Research at (321) 494-2675, DSN: 854-2675. We're here to help.



The ribbon is cut during the ceremony commemorating the new campus of the Defense Equal Opportunity Management Institute on Patrick AFB, Fla. Doing the honors are (left to right) Chief Master Sgt. Julie Crutchfield, DEOMI Senior Enlisted Advisor, Mr. William Chivers, President, RUSH Construction Inc., Ms. Shirley A. Martinez, Deputy Assistant Secretary of the Air Force for Equal Opportunity, Dr. David S. Chu, Under Secretary of Defense for Personnel and Readiness, Mr. John M. Molino, Acting Deputy Under Secretary of Defense for Equal Opportunity, Navy CAPT Robert D. Watts, DEOMI Commandant, and Brig. Gen. Greg Pavlovich, Commander, 45th Space Wing. Photos by Jim Laviska, 45th Space Wing

## Ribbon' Snippin' Time

### World-class Institute opens world-class facility

by Master Sgt. Chris Calkins  
DEOMI Public Affairs

PATRICK AFB, Fla., — With a single, *easy* snip of the scissors, Dr. David S. Chu, joined by several high-ranking military and civilian leaders, *easily* cut the ribbon Jan. 14, symbolizing the opening of the new home of the Defense Equal Opportunity Management Institute here on Patrick Air Force Base.

Getting the two-story, 92,000-square-foot, state-of-the-art facility built was anything but — easy that is.

More than six years in the making, a new campus task force was established in the early 90's, construction began in April 2002, and DEOMI's first students in the new Mediterranean style structure on the beautiful Banana River began classes in late January.

Chu, Under Secretary of Defense for Personnel and Readiness, commented on the factors that led to DEOMI's emergence more than three decades ago.

"Years ago, our military was deeply troubled with racial unrest and turmoil plagued several military installations and ships.

"None of the military services was exempt," said Chu, who reached the rank of Captain when he left the U.S. Army in 1970.

"In some cases, these civil disturbances directly interfered with the military's ability to execute its mission and fight effectively," he said.

"It's not what we have today; it's a totally different picture," Chu said.

To counteract these disturbances, an inter-service

task force was formed to examine the causes — and more importantly — to find possible cures for the racial strife within the services.

Air Force Maj. Gen. Lucius Theus was chosen to head the task force, which resulted in Department of Defense Directive 1322.11, establishing the Race Relations Board, and in 1971, created the Defense Race Relations Institute, the original name for DEOMI (which was renamed in July, 1979).

Since that first seven-week course, the Institute has expanded to meet the needs of field commanders and agency heads. As a result, DEOMI now addresses a wide array of issues, including sexism, extremism, religious accommodations and anti-Semitism.

Over the years, DEOMI has

established itself as a leader in equal opportunity training and education.

Along with the 15-week-long Equal Opportunity Advisor's Course, several workshops, seminars and courses have been added, to include senior leader training, designed for newly selected brigadier generals, admirals and senior executive service personnel.

In addition, the new campus, unlike its previous accommodations, meets requirements of the Rehabilitation Act of 1973 and the Americans with Disabilities Act, allowing for a myriad of Equal Employment Opportunity courses and seminars to be taught here on site for the first time ever.

The new campus will help facilitate a 20 percent increase

# Cover Story

in student load, raising DEOMI's annual total to approximately 1,500 in-resident students.

Brig. Gen. Greg Pavlovich, 45<sup>th</sup> Space Wing commander, said today's ribbon-cutting ceremony culminated years of hard work by scores of people.

And, according to the general, they seemed to know what they were doing.

"Good planning does produce good results," he said.

He also said in honor of a group of World War II-era pilots, the wing has approved the name change of the road immediately outside the new facility.

"We have re-named it Tuskegee Airmen Drive. What a fitting tribute to the DEOMI mission and it was absolutely the right thing to do, for Patrick AFB and DEOMI," Pavlovich said.

Near the end of the 70-minute ceremony, Navy CAPT Robert D. Watts, DEOMI's Commandant, introduced two men who had a most positive influence on DEOMI, and on the equal opportunity field as a whole.

"Although the ribbon-cutting ceremony is done, our ceremony is not complete until we dedicate two state-of-the-art rooms in recognition of the contributions of two DEOMI pioneers," Watts said.

"Look around at this grand auditorium we are in today ... incredible, flexible, innovative, creative.

"And as you can see, this room



Claiborne Douglass Haughton Jr, on scooter, shares a laugh with DEOMI staff members (left to right) Kelly Thayer, Sgt. 1st Class Bruce Challender, Master Sgt. Sheila Morrales-Aviles and Lt. Herbert Coard. "Mister Haughton impacted the development and coordination of equal opportunity policy and programs affecting both military and civilian personnel within the Department of Defense. He also has provided over 20 years of leadership and guidance to DEOMI that has been integral in our success," said CAPT Robert D. Watts, DEOMI Commandant.

directly reflects the man it is named after; Maj. Gen. Lucius Theus is all that and more," the Commandant said, to a huge roar of applause.

Theus, who took time to recognize, thank and acknowledge his wife of 61 years, Gladys, said "no one can do anything alone."

He then asked who, more than 30 years ago, would have ever thought DEOMI would have survived all this time, with all that our country and military have been through.

"But it *has* survived, flourished and become an integral and indispensable part

**Continued on Next Page**



*"Look around at this grand auditorium we are in today ... incredible, flexible, innovative, creative. And as you can see, this room directly reflects the man it is named after; Maj. Gen. Lucius Theus is all that and more."*

CAPT Robert D. Watts  
DEOMI Commandant  
Pictured with Dr. David Chu and  
Maj. Gen. Lucius Theus (Ret.)



# Cover Story



"I am full of gratitude and great pride," said Claiborne Douglass Haughton Jr, right, who had the new DEOMI Library named in his honor. "We stand on the shoulders of giants," he said, referring to Maj. Gen. Lucius Theus (Ret.), above, greeting Dr. David Chu prior to DEOMI's ribbon-cutting program. In the middle background is Chief Master Sgt. of the Air Force Gerald R. Murray. Photos by James Laviska, 45th Space Wing



of our Department of Defense. Our troops today are more combat ready than ever," said the proud DEOMI founder.

Watts again took the podium to recognize Claiborne Douglass Haughton Jr, for whom the new 15,000-plus volume DEOMI library was named.

"He (Haughton) began his career in 1967 as a quality assurance trainee,

twelve years later he became a GS-16 and subsequently a charter member of the Senior Executive Service," said Watts.

Haughton eventually retired in 2001, 34 years later, as the Acting Deputy Assistant Secretary of Defense for Equal Opportunity.

"Mister Haughton impacted the development and coordination of equal opportunity policy and programs affecting both military and civilian personnel within the

Defense Department.

He also has provided over 20 years of leadership and guidance to DEOMI that has been integral in our success," Watts said.

Haughton reminded the crowd of several hundred that "no bird will fly so high that it cannot fall."

"I am full of gratitude and great pride," he said.

"We stand on the shoulders of giants," casting a glance at the Air Force officer who got DEOMI started more than 30 years ago.



"Years ago, our military was deeply troubled with racial unrest and turmoil ... none of the military services was exempt. In some cases, these civil disturbances directly interfered with the military's ability to execute its mission ... it's not what we have today; it's a totally different picture," said Dr. David S. Chu, Under Secretary of Defense for Personnel and Readiness.



It was "old home days" for these former (and current) DEOMI instructors, left to right, Charlie Smith, Gayle Brock, James Lambright and Tim Pancake.

# Cover Story



## 'Proud Papa'

During the ribbon-cutting ceremony, CAPT Robert D. Watts, DEOMI Commandant, took great pains to thank anyone and everyone who had a hand in the realization of the new campus.

One by name.

"Everyone needs to have a dog in the fight and Lt. Col. Tom Blake was my pit bull," Watts said, asking Blake to stand.

"The building was finished on time and under budget, which is something you don't see too much of anymore," Watts said.

"And for both those things -- and so much more -- we have Tom Blake to thank."

Blake, who retired from the Army in February, 2004, said the whole operation was a "labor of love" -- and one which he could never have done alone.

"Captain Watts gave me a job to do and let me do it. I appreciate that," Blake said.

"If I took the time to thank all the people who played a part in this campus, I'd never stop. But I must recognize Jerry Scarpate and Master Sgt. Gene Wallace, they helped me every step of the way."



CAPT Robert D. Watts, DEOMI Commandant, second from left, welcomes dignitaries to a reception following the ribbon-cutting ceremony Jan. 14.

Photos by James Laviska, 45th Space Wing



Among those attending the ceremony were, left to right, Bishop Grant Williams, Mrs. Grant Williams, Chaplain Harold Ray, Mrs. Eugene Johnson, Chief Master Sgt. Eugene Johnson (Ret.).





"We want to provide the unified combatant commanders with EO's ready to train and help resolve EO or human relations issues the day they hit the ground," said Air Force Maj. Darold Boswell, above. Two of those new EO's will be Chief Master Sgt. Melvene Lanier, left, and Staff Sgt. Steven A. Townsend, right.



## Boswell: No one better than DEOMI EOAC offers top-notch training to support commanders, says instructor

by Master Sgt. Chris Calkins  
DEOMI Public Affairs

PATRICK AFB, Fla. -- Air Force Maj. Darold Boswell agrees with his commandant that the mission hasn't changed just because his place of business has a new mailing address and a multi-million dollar facility.

But.

"While our message hasn't changed much from December '03 to January '04, we have gained the capability to do much more in a much more efficient manner," said Boswell.

An added benefit to the co-location of all the Defense Equal Opportunity Management Institute's training is that the Equal Opportunity Advisor Course -- where Boswell works as an instructor -- shares a campus with senior officers and civilians engaged in equal opportunity and equal employment opportunity training, he said.

"This further reinforces the message that EO and EEO are programs that are paramount to the readiness of our Armed Forces," Boswell stated firmly.

"That message is reinforced when the students observe senior level folks engaged in the fight along side of them."

The EOAC is a 70-day training course; 12 weeks of DoD-required EO education and three weeks of service specific training for a total of 15 weeks.

Like other military schools -- from basic training to War College -- the overall mission is paramount.

"The primary mission of the EOAC is readiness. Our goal is to train the best EO's possible," Boswell said.

"We want to provide the unified combatant commanders with individuals ready to help resolve issues and offer training in EO or human relations the day they hit the ground.

"We do this by providing our students with not only a core knowledge of EO policies and procedures, but we also give them a "tool-bag" of strategies they can employ to maintain an atmosphere that is free from unlawful discrimination and sexual harassment," he said.

"No single entity does it better than DEOMI," he added with emphasis.

Chief Master Sgt. Melvene A. Lanier, a student in EOAC 04-01, is confident she will be able to provide the necessary knowledge and input to the Air National Guard -- and is thankful to DEOMI for providing her with those skills.

"I wasn't completely sure what to expect when I first got here, and I know I wasn't the only one who felt that way," Lanier said with a smile.

"But after being here awhile, after going through some of the most intensive, toughest, thought-provoking and useful training I've ever been through, I

know I'll be ready to go when it's my turn to step up to the plate in a few weeks," she said.

"This (EOAC) has been a life-changing experience.

"The methodology of the instruction, the level of speakers and all the things we've been through will do nothing but make us that much more effective," Lanier said.

Boswell concluded that he's sure all students who come through DEOMI -- regardless of their rank or what class they take -- will find themselves knee deep in the EO/EEO arena.

"The Armed Forces of the United States is a microcosm of society and, as such, we are susceptible to the same things that we read about in the daily paper and watch on the nightly news.

"The U.S. military cannot isolate itself from the issues of society. We need every individual contributing to the overall mission of protecting our nation and her interests," Boswell said.

"Bottom line is this: DEOMI and the EOAC are relevant and necessary because people are people and occasionally they either intentionally -- or unintentionally do dumb things.

"Our goal is to be proactive to prevent these things from happening and be reactive and squash them when they do happen," he said.



# DEOMI News



"All DoD members, civilians and military, work best when they feel that their opportunities in, and contributions to, their organization will be based on

already demonstrated skills. *On merit,*" said Dr. Ron Shanks, Director, Equal Employment Opportunity Training Directorate.

## Middle 'E' stands for employment

by Master Sgt. Chris Calkins  
DEOMI Public Affairs

PATRICK AFB, Fla., —  
From his civilian-based perspective, it's all about merit.

The middle "E" in "EEO" stands for employment," said Dr. Ron Shanks, who leads the Equal Employment Opportunity Training Directorate at the Defense Equal Opportunity Management Institute.

"Civilians must feel that they can advance their careers free of discrimination and on the basis of merit system principles.

"All Department of Defense members, civilians and military, work best when they feel that their opportunities in, and contributions to, their organization will be based on already demonstrated skills. *On merit,*" Shanks said

The Directorate offers occupational education to DoD civilians (and some from other Federal agencies) who provide EEO services to managers, commanders and employees.

They focus on the practical, hands-on application of

law and regulation.

Resident and nonresident courses are one to two weeks in length and require students to demonstrate competency in specific EEO skills prior to graduation.

Courses taught by the Directorate include:

- EEO Counselors Course
- EEO Specialists Course
- EEO Officers Course
- Mediation Course
- Special Emphasis Program Managers Course
- Introduction to EEO Counseling
- EEO Senior Leader

Training.

Shanks said their students consistently rate DEOMI's equal employment opportunity occupational education outstanding.

"We have standby lists for most of our resident courses and receive more requests for nonresident training than we are able to provide each year," Shanks said.

All in all, more than 1,200 DoD students received graduation certificates -- and more importantly to Shanks -- valuable EEO training in 2003.

"Not bad..." he said.



*All in all, more than 1,200 DoD students received graduation certificates -- and more importantly to Shanks -- valuable EEO training in 2003. "Not bad..."*

Dr. Ron Shanks, Director  
EEO Training Directorate



photos by Master Sgt. Chris Calkins

Frank Miller, Mary Cooler, James Lambright, Dorothy Maney-Kellum, Jene Liaci, and Sam Cruz are introduced to students of the Equal Employment Opportunity Specialists Course in March, 2004. Resident and nonresident courses are one to two weeks in length and require students to demonstrate competency in specific EEO skills prior to graduation.



Photos by Mary Ann Chevalier

## McKnight on Mission

So what if you find yourself working for a “check-the-block” commander? “... these type of commanders are not leaders, and that in itself is the most serious “inherent danger.” This attitude will be a hindrance to strong, effective leadership which will more often than not lead to mission failure and a unit that struggles, especially when the situation and conditions are the worst possible,” Col Danny McKnight, (Ret), left, said knowingly.

# When he talks, they (better) listen

by Army Master Sgt. Chris Calkins  
DEOMI Public Affairs

PATRICK AFB, Fla. -- Retired Army Col. Danny R. McKnight knows a little something about mission effectiveness, wartime stress and combat readiness.

Of course, if you had his military resume, you'd know something about them too (see below right).

So when McKnight talks, people -- especially those wearing a military uniform -- tend to listen.

He isn't one to mince his words on any subject, including the importance of equal opportunity programs at all levels and in all services.

“I would say the single most influential thing regarding Equal Opportunity aspects of a unit is the “command climate,” he emphasized.

“For any program to be successful, a positive focus and emphasis must start at the top, and in this case it is the leadership of the unit from the commander right down the line with officers and noncommissioned officers” he added.

McKnight then talked about how a positive EO command climate can influence real-world situations.

“A strong EO program is one that assures everyone they will be treated with respect and fairness, regardless of

the situation and the conditions . . . this EO philosophy should transfer itself into respectful and fair treatment of others by those in your unit.

“In combat situations like Panama in 1989-90 and Somalia in 1993, I believe the soldiers in 3rd Ranger Battalion did the right thing in all dealings with the enemy forces because they understood respect and fairness,” he said.

So what if you find yourself working for a “check-the-block” commander?

“These type commanders are not *leaders*, and that in itself is the most serious “inherent danger.”

“This attitude will be a hindrance to strong, effective leadership, which will more often than not lead to mission

failure and a unit that struggles, especially when the situation and conditions are the worst possible,” he said knowingly.

“The unit commander who does not truly foster EO will find it almost impossible to lead successfully because no one will believe in him.

“This all centers around *respect*.”

McKnight also encouraged -- demanded -- Equal Opportunity Advisor's lead from the front.

“The EOA must be aggressive in pursuing an active EO program . . . they must talk the talk and walk the walk. . . they must lead from the front. They must gain the respect of leadership and service members alike,” he said.

**On October 3rd, 1993, an elite team of more than 100 Delta Force soldiers and Army Rangers, part of a larger United Nations peacekeeping force, were dropped into civil war-torn Mogadishu, Somalia, in an effort to kidnap two of local crime lord Mohamed Farah Aidid's top lieutenants. Among the team: Ranger Lt. Col. Danny McKnight. When two of the mission's Black Hawk helicopters were shot down by enemy forces, the Americans — committed to recovering every man, dead or alive — stayed in the area too long and were quickly surrounded. The ensuing firefight was a merciless 15-hour ordeal and the longest ground battle involving American soldiers since the Vietnam War. In the end, 70 soldiers were injured and 18 were killed, along with hundreds of Somalians.**

## Major changes equal major improvements

**'Today's military doesn't  
remotely resemble one  
I joined 31 years ago'**

by Master Sgt. Chris Calkins  
DEOMI Public Affairs

PATRICK AFB, Fla. -- In his more than 31 years of active duty service to his nation, Command Sgt. Maj. Dwight J. Brown has seen the good and the bad. And, he has sure seen the ugly.

"The military we have today is so much better, so very different than the one I joined more than 30 years ago, it's almost impossible to think they're the same organization," said Brown, who will retire later this year.

"There were some serious race issues

*"Not everyone is going to understand that, but if you were a young black man serving in the military 30-plus years ago, you'd know exactly what I was talking about."*

Command Sgt. Dwight J. Brown

back then; there was a lot of mistrust and distrust going both ways. That's not something we like to talk about, but it's certainly the truth," said Brown.

"Back when I came in, if someone had told me that someday I'd be the command sergeant major at Central Command, I would've thought they were out of their mind," said Brown, who went to basic training in January, 1973.

"I don't remember coming in (to the Army) with any visions of grandeur; I was just looking for a little discipline and direction -- and I got plenty of that," he said with a smile.

Brown, one of 12 children of Robert D.



Photo by Petty Officer 2nd Class Anthony V. Dallas

"I know young soldiers today -- soldiers of all races and creeds -- can look at me and say 'if he can make it, so can I,'" said Command Sgt. Maj. Dwight Brown, above left, speaking at DEOMI and above right, with Gens. Tommy Franks, left, and John Abizaid, the former and current CENTCOM commanders.

and Virgie M. Brown, readily admits he didn't grow up with a "silver spoon" in his mouth.

"I don't remember growing up with a lot of material things by today's standards," he said.

"We were, I guess, what folks today call lower middle class.

"But there wasn't any shortage of love, no shortage of sharing, and I learned about the Lord in the Consolidated Baptist Church," he said.

"You don't have to grow up wealthy to grow up well. I'm living proof of that."

Brown then reflected back on the social climate and times he was raised in.

"Those weren't easy times, especially with a dozen of us.

"I can't even imagine all the sacrifices my parents made for all of us. It humbles me," he said.

The level-headed Brown said his proudest moments over the years are not his personal accomplishments -- of which there have been many -- but the direction today's military is headed.

"The job is unique, not me. I'm just a soldier. I may outrank some folks, but that doesn't make me any better than any other man or woman serving in the armed forces anywhere in the world.

"No. What makes me proudest is that I was chosen by Gen. Tommy Franks for my latest job because of what I could

do; not because of what I did or didn't look like.

"Not everyone is going to understand that, but if you were a young black man serving in the military 30-plus years ago, you'd know *exactly* what I was talking about," he said.

"I know young soldiers today -- soldiers of all races and creeds -- can look at me and say 'if he can make it, so can I.'

"And there's nothing stopping them from doing it," he said.

Brown said he offers no secret formula, or blueprint for success, except those same virtues that were hammered into him as a child from a couple of loving parents and a supportive family.

Brown plans to retire to the Tampa, Fla. area with his wife of 30 years, Angela -- his high school sweetheart-- and spend more time with his daughter, Nicole and grand daughter, Moriah.

To be successful, he offered this simple piece of advice.

"Work hard and be yourself. People always think there's something "special" they have to do, some "special" assignment, some "special" connection.

It's not true. There's no "special" formula," he said.

"The only thing "special" I can think of over the past 30 years are the wonderful soldiers I served with who always made me look good," he said.

"It's all about doing the right thing. Look at it this way ... if you're always doing the right thing, you can't possible go wrong," he said.



## People

# Airman Ambassador for Country, Faith

by Air Force Tech. Sgt. Melissa Phillips  
39th Air Base Group

INCIRLIK AIR BASE, Turkey (AFPN), — In the military, servicemembers pull double duty as worker bees in their daily jobs and, on a more far-reaching level, U.S. ambassadors in their communities and around the world.

One noncommissioned officer here pulls triple duty. He is also an ambassador for his religion — Islam.

U.S. Air Force Tech. Sgt. Glynis Turner, a 39th Communications Squadron quality assurance evaluator, is the Islamic lay leader for the base chapel which welcomes all religions.

He is one of 12 Muslims among more than 4,000 airmen, Department of Defense employees and family members here with predominately Judeo-Christian backgrounds.

Since Muslims occupy a small percentage of the military population, there are only two ordained Islamic chaplains in the Air Force, Turner said.

So, the service he provides to the base as an Islamic lay leader is not well-known, but none the less important. He assists other Islamic followers, dispels myths about Islam and increases understanding of the religion and culture.

Turner recently represented his faith as a Muslim in the military at an iftar for influential community leaders in Adana. An iftar is a fast-breaking dinner occurring after sundown each night in the month of Ramadan.

Muslim followers fast during the day for one month to get closer to their faith and better understand the plight of the poor.

The consulate sponsors dinner during Ramadan to build a mutual understanding between both countries, said Deborah Hart, American consulate representative in Adana.

"We were very fortunate to have an American Muslim share his experiences," Hart said. "He's a good representative of America as well. He shows tolerance."

*"Jihad is the everyday struggle to live Islam. It's every human being's struggle with life situations*

*... with your spouse, children, occupation and more importantly*

*understanding your place in the world in relation to one's lord. Most people don't know that Jesus is mentioned by name more times in the Koran than Muhammad is, and no Muslim is a Muslim without having reverence for Jesus and his mother Mary. I think more people need to know that."*

U.S. Air Force Tech Sgt. Glynis Turner



And, in today's society, tolerance is needed, Turner said, especially when some people associate Islamic faith with words like jihad.

"Islam teaches tolerance and patience," he said. "The truest meaning of jihad is not consistent with anyone causing war or harmful acts against innocent people, no matter who they are or where they are from."

"Jihad is the everyday struggle to live Islam. It's every human being's struggle with life situations ... with your spouse, children, occupation and more importantly understanding your place in the world in relation to one's lord," Turner said

The 19-and-a-half year veteran is familiar with struggle. He found Islam late in life and was 33 years old when he "reverted" to Islam from the Baptist church in 1996.

He was exposed to Islam at another base by two co-workers. They started him on a spiritual path that led him to Turkey, a predominately Muslim country only a few hours by plane to some of the

world's most sacred religious locations. In early October, Turner paid more than \$1,000 for a flight to Mecca.

It would have cost him \$3,000 to \$8,000 to fly from Memphis, Tenn., his home of record.

"It was truly remarkable to be able to visit two of three holiest cities on Earth: Mecca and Madinah (the third being Jerusalem)," Turner said.

Turner wishes more servicemembers asked him questions about his religion.

"I've probably answered at the most 10 questions in my three and half years here," Turner said.

"I wish more people would ask me questions so they can better understand what Islam is about."

Islam and Christianity have more similarities than differences, Turner said.

"Most people don't know that Jesus is mentioned by name more times in the Koran than Muhammad is, and no Muslim is a Muslim without having reverence for Jesus and his mother Mary."

I think more people need to know that," Turner said.

# People



## 'Tell me you're kidding' Instructor says 'issues' still exist

by Master Sgt. Chris Calkins  
DEOMI Public Affairs

PATRICK AFB, Fla. -- If you're one of those people who happen to believe that there was no reason for the Defense Equal Opportunity Management Institute to be created 30-plus years ago, I suggest you go talk with DEOMI's Howard Wiggins.

And if, by chance, you believe that there is no need for the Institute to continue its mission, I *strongly* suggest you talk to Wiggins.

He'll be glad to set you straight.

"Anyone who either thinks there was no reason for this Institute to be formed, or thinks we've (DEOMI) become obsolete has almost no grasp of equal opportunity reality," said Wiggins, an instructor in DEOMI's Equal Opportunity Program Manager's Course.

Wiggins said some of

today's headlines help prove his point.

"As we have seen through recent events when a situation involving equal opportunity, sexual harassment or sexual assault is covered up, it invariably draws national attention through media investigation," Wiggins said.

"And when those events and situations where nothing was done come to light, they inevitably cause great embarrassment to our services."

Wiggins also hopes lessons learned three-plus decades ago keep those "don't look now" attitudes buried.

"Thirty-some years ago we (the military) were in the Vietnam War era. The war was unpopular and much of our military was made up of non-volunteers.

"Racial and political strife

"Anyone who either thinks there was no reason for this institute to be formed, or thinks we've (DEOMI) become obsolete has almost no grasp of equal opportunity reality."

Howard Wiggins  
DEOMI Instructor

had damaged the country and the military's ability to fully function," he remembers from personal experience.

"Women were not utilized to their full potential. Let's face the facts; the Department of Defense had no choice but to tackle these issues -- and they did so by forming this Institute," he said.

"Today we can see the results of those past efforts. We have better programs that are designed to assist military members in virtually all aspects of life, Wiggins said

"We have tried to infuse ethical and moral conduct in the service member in relation to commitment to duty and the fair and equitable treatment of other human beings," he added.

Wiggins believes the military is not only ahead of society in general when it

comes to the management of people, but over time the armed forces have helped to reshape society.

"I believe that when all these parts are put together, the infusion of the services moral and ethical core values, coupled with their DEOMI training, service members have done much more than merely readjust to civilian life -- they helped change it for the better," Wiggins said.

"They have taken the values, morals and conduct they learned while wearing a uniform and applied it to the civilian world.

"I'm proud of the ground we've covered and the progress we've made," he said.

"But if you really think our work is done and there are no problems ... well, just tell me you're kidding," he said.

### Equal Opportunity Program Managers Course

The EOPMC is a six-week course for officers and senior noncommissioned officers who are not practitioners, but have the overall responsibility for managing an organization's equal opportunity program.

The course focuses on organizational issues and certifies attendees to be qualified Equal Opportunity Program Managers.

It includes a three-week core and a three-week service-specific portion.

Students are integrated into the service-specific portion of DEOMI's Equal Opportunity Advisor Course.

# People



## 'May we not hate anymore; peace, peace, peace'

by Master Sgt. Chris Calkins  
DEOMI Public Affairs

PATRICK AFB, Fla. -- It went something like this: A Jew, Catholic, Hindu, Protestant, a Wiccan, and a Muslim walk into an auditorium ... What? Waiting for the punch line?

You'll have a long wait. It was anything but funny. What is was infinitely educational ... and inspiring.

At least that was the opinion of Sgt. 1st Class Nicole L. Clemmons following a recent 90-minute Religious Diversity panel discussion held here at the Defense Equal Opportunity Management Institute.

"This (DEOMI) is the best, most eye-opening school I have ever been to in my military career," said Clemmons, a student in the Equal Opportunity Advisor Course 04-01.

"Everytime I think I have a grasp on things, another issue arises. You must have an open mind to get through this



(Left to right), Maj. Willie Taylor, Seventh Day Adventist Chaplain; Rabbi Richard Margolis, representing Judaism; Mr. Roger Coleman, Wicca; Dr. Muzaffar Shaikh, Islam; Deacon Sergio Colon, Roman Catholicism; and Dr Minal Desai, representing Hinduism; participate in a Religious Diversity panel discussion. Photos by Master Sgt. Chris Calkins



*" ... But the world is becoming a smaller, more diverse world every single day. We must learn to get along, or who knows what the results will be."*

Dr. Minal Desai

course and be effective on the outside," she said.

The panel, chaired by DEOMI Chaplain Lt. Col. Thomas Unrath, was designed to show EOAC students most religion-based fear, mistrust, -- and even hate -- is as much the result of ignorance as it is intolerance.

"Many students come to DEOMI with little understanding of religious diversity other than what they have experienced personally," said Unrath.

"Yet, with over 1,500 religious groups in the United States and more than 1,000 coded in the military's personnel system, we are one of the most religiously diverse organizations in the world.

"Seeing these few faiths represented by this panel is an indication of the challenge Equal Opportunity professionals face in helping to protect the constitutionally guaranteed free exercise of religion," the chaplain said.

"It has been a real privilege for me to work with these panelists to help bring a little better understanding to the students so they can in turn bring a better understanding to the people in their units. That way our readiness posture will be strengthened by valuing our diversity," Unrath stated.

Dr. Minal Desai, a Hindu who works at Patrick Air Force Base, couldn't agree more.

"It is human nature, not just something Americans feel, to surround yourself with people who think -- and pray -- like you do," said Desai, a doctor of internal medicine at the base health clinic.

"But the world is becoming a smaller, more diverse world every single day. We must learn to get along, or who knows what the results will be.

"We must talk, listen and most of all, we must learn from one another," she said with conviction.

Reading from a Hindu prayer, she then asked students to remember these words.

"May we not hate anymore.

"Peace. Peace. Peace."





Actress Melissa Waddy-Thibodeaux brings Harriet Tubman to life visually, verbally and emotionally. Photos by Master Sgt. Chris Calkins

# History in the (re) making

## Harriet Tubman 'comes to life' for students, faculty at DEOMI

by Master Sgt. Chris Calkins  
DEOMI Public Affairs

PATRICK AFB, Fla. – History was brought to life here recently at the Defense Equal Opportunity Management Institute in the form of Harriet Tubman -- not an especially easy task considering she has been dead for more than 90 years.

DEOMI teaches, subscribes to and believes that all individuals have human dignity and worth.

Tubman was doing the same thing more than 100 years ago, returning again and again to the South and emancipating hundreds of former slaves from 1851 – 60, after she herself escaped in 1849.

She was a “conductor” on the Underground Railroad, a Union spy in the Civil War, a suffragette and a humanitarian.

She is, “an icon, a legend, a woman of immense historical consequence who has never gotten the credit she deserves in the annals of American history,” according to Melissa Waddy-Thibodeaux, the actress / historian who brings her to back to life visually, verbally and emotionally.

Especially emotionally.

During her presentation, Thibodeaux – or Tubman if you prefer, it’s easy to forget who’s who – sat, stood, ranted, sang, praised, scolded, laughed, cried and took her audience on a what-it-was-really- like roller-coaster ride on the Underground Railroad.

“Imagine what it must have been like

for her and so many others.

“Uneducated, no money, little food, no real directions other than the night stars and relying almost solely on the help of others – usually strangers — to win something as basic as freedom,” Thibodeaux said.

“The Underground Railroad, if you break it all the way down, was never anything you could see ... it’s just people helping people.

“That’s it. Human rights was her basic and most driving cornerstone, not just for black folk back then, but for all people,” she said.

She also equated what Tubman did with what DEOMI does on an everyday basis.

“It is a special treat an honor for me to be here; I had no idea there was a place as involved in human rights, and basic human dignity as this place (DEOMI) is.

“Imagine the walls you continue to chip away at until they fall down. You do it everyday, just like she did. I salute each and every one of you,” said a smiling Thibodeaux following her performance, which drew a standing ovation from the 80-or-so joint-service members in the audience.

One of those applauding loudest was Sgt. 1st Class Bruce Challenger, an Equal Opportunity Advisor Course trainer.

“I was stunned with how powerful her message was when I saw her presentation a few months ago,” said Challenger.

“My first thought was we’ve to get her here in front of our students and faculty,” he said.

“I’m glad we did, and I know they are even more appreciative. There’s more than one way to reach our students, and she sure reached them,” Challenger concluded.

The emotions Thibodeaux taps into during her performance seem real, even to the casual observer.

“I have a secret to share with you,” Thibodeaux said, lowering her voice.

“Sometimes I feel like Harriet Tubman, really ... it’s kind of like channeling. Sometimes I have no idea what I’ve said when I’m done with a performance.

“You may *see* her up here; I know I *feel* her when I’m up there,” she said.

Thibodeaux then challenged the entire audience to hop aboard the new train she’s helping to drive – the Underground Reading Railroad.

“Be a “conductor” like Miss Harriet. Help someone each and every day. Teach someone to read.

“Open their eyes.

“I’m here for the long haul and all I’m asking is for you to come along for the ride. It’s all about human dignity and worth,” she said.

**Editor’s note: For a National Park Service, U.S. Department of the Interior Report on Tubman’s life, please visit [www.HarrietTubmanStudy.org](http://www.HarrietTubmanStudy.org)**

# Around Campus





# Around Campus





# Book Review

*The following is a list and review of new books purchased by the DEOMI Library for trainers to use in classroom instruction and for students to gain the knowledge needed to help others in their assigned duties as EOA Advisors. This list does not constitute endorsement by DEOMI, Patrick Air Force Base, or the Department of Defense but is presented simply to notify past & current students as well as DEOMI staff & faculty that the books are available.*

## **The 10 Lenses: Your Guide To living & Working in a Multicultural World**

**By Mark Alexander, 2001**

This book offers ten “eye-opening” lenses to help you, your organization and everyone in it understand how cultural diversity affects the way we live and work. There’s the assimilationist who believes everyone should like a true blue American and the Culturalcentrist a person’s race or ethnicity is central to their personal and public identity; the Meritocratist who is sure that if you have the abilities and work hard enough you can make your dreams come true regardless of race or culture and the Victim/Caretaker who believes that because of bias they will never succeed. Learn more about these lenses, as well as six other lenses that Mark Williams has developed to respond to cultural diversity. *(From inside front cover)*

## **Another Day at the Front**

**By Ishmael Reed, 2003**

Ishmael Reed is one of the most innovative, irreverent, and outspoken iconoclasts of our time. Throughout his 40- year career he has refused to be categorized. Reed returns to his famous, pugilistic essay style, feinting deftly among past and present, government and media, personal and political. His rich range of topics includes the symbolism of the confederate flag, Celtic-American tradition, the war against affirmative action, the founding fathers, journalism, public intellectuals, 9/11, Booker T Washington, and university curriculums, among countless others. *(From inside book cover)*

## **Beyond the River: the Untold Story of the Heroes of the Underground Railroad**

**By Ann Hagedorn, 2002**

The decades preceding the Civil War were rife with fierce sectarian violence along the borders between slave and free states. The Ohio River was one such border. Here in the river towns of Ohio and Kentucky, abolitionists and slave chasers confronted each other during the “war before the war.” Rankin, a Presbyterian minister and a farmer, bought property on a high hilltop overlooking Ripley and the Ohio River. His house was visible for miles into Kentucky, and he hung a lantern at night to

help guide runaways. He and his fellow abolitionists, both black and white, formed the front line of freedom, and some of them paid a high price for it. *(From inside book cover)*

## **Contemporary Ethnic Families in the United States: Characteristics, Variations, and Dynamics**

**By Nijole V. Benokraitis, 2001**

This book will broaden students’ awareness of the increasing heterogeneity of diversity in U.S. society. This anthology provides representative articles about African Americans; families with Latino roots (including Mexican Americans, Central Americans and Latin Americans); Caribbean families; families from East Asia, South Asia, and Southeast Asia; and families from the Mideast. I would have liked to include selections about many of the subgroups within each major ethnic group (such as Laotian Americans for Southeast Asian families) and for each of the topics I cover. But substantive articles are not available for all of the subgroups, and there are length limits for every textbook. Despite those constraints, the selections here are more representative of the diversity of ethnic families in the United States than the selections that any other reader offers. *(Inside book under Purpose of the Book)*

## **The Everything Civil War Book: Everything You Need to know About the War That Divided the Nation**

**By Donald Vaughan, 2000**

This book provides a complete survey of the Civil War’s

major events—from the first shots at Fort Sumter to Lee’s Surrender at Appomattox—as well as a thorough explanation of the social, economic, and political factors that led to the conflict. *(From back of book cover)*

## **Fire This Time: The Watts Uprising and the 1960’s**

**By Gerald Horne, 1997**

This is the first comprehensive treatment of the uprising, its causes, and its aftermath, and is based on hundreds of oral histories and unprecedented archival research. With a cast that includes Ronald Reagan, Tom Bradley, Martin Luther King, Jr., Edmund G. Brown, the blacks and whites, Fire This Time is a compelling account of an event that changed the face of racial justice in America. *(From back of book)*

## **Gender Talk: The Struggle For Women’s Equality in African American Communities**

**By Johnnetta Betsch Cole and Beverly Guy-Sheftall, 2003**

In the Black community, rape, violence against women and sexual harassment are as much the legacy of slavery as is racism. The authors argue powerfully that the only way to defeat this legacy is to focus on the intersection of race and gender. Gender



# Book Review

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Talk examines why the “race problem” has become so male-centered and how this has opened a deep divide between Black women and men. The authors turn to their own lives, offering intimate accounts of their experiences as daughters, wives and leaders. They examine pivotal moments in African American History when race and gender issues collided with explosive results. *(From inside book cover)*

## **Jubilee: the Emergence of African-American Culture** **By Howard Dodson, 2002**

Jubilee is an ancient word of many meanings. In biblical Israel, a jubilee was a twice-a-century festival marked by the freeing of slaves; for enslaved Africans in America, it became the longed for day of emancipation, but in any era, it signifies great rejoicing. This book is a superb history of Africans in America, spanning the 300 years between their first arrival in chains to their emancipation; an inspiring study of human courage, imagination, and adaptability that explores the many ways in which enslaved Africans affirmed themselves as individuals and created a society of their own. Jubilee provides a clear-eyed chronicle of slavery and its enormous effect on our nation's history and economy, tracing the origin and development of the slave trade and the realities of life for Africans—slaves, runaways and freedmen alike—in pre-Civil War America. *(From inside book cover)*



## **Majority-Minority Relations (4th edition)** **By John E. Farley, 2000**

Contents; **For Students:** Study Guide Modules contain a variety of exercises and features to help with self-study. Which are help students organize key concepts, Essay questions that help strengthen critical thinking skills, Quizzes on student mastery of core material, Built- in e- mail. Reference Modules contain Web Destinations and Net Search options. Communication Modules include tools such as Live Chat and Message Boards. Personalization Modules include Help feature that contains a text page for browsers and plug-ins. **For Instructors ;** Syllabus Manager Tool provides an-easy-to- follow process for creating and revising a syllabus online that is accessible from any point within the Companion Website *(from back of book)*

## **The New York Public Library Desk Reference (4th edition)** **Reference book Hyperion, 2002**

This extraordinary book originates from one of the world's great storehouses of knowledge. With 50 million items. Fully updated with more than 1,000 pages, including an all- new atlas and index, this book is packed with answers to the most frequently asked questions, as well as easy-to-read charts, graphs, tables, insightful sidebars, maps, and illustrations, plus cross-references and web addresses to aid more in-depth

research. *(From inside book)*

## **Piloto: Migrant Worker to Jet Pilot** **By Lt. Col. Henry Cervantes USAF (Ret), 2002**

Piloto is the story of Hank Cervantes, son of migrant field workers, who rose above the poverty and hardship of Central California's sweltering vineyards to become one of only a handful of Mexican-American pilots in the annals of the United States Air Force. His trials and triumphs as an anomaly in the tight fraternity of Caucasian pilots follow the Air Force's transformation from the B-17 battle wagons of World War II to the Strategic Air Command's supersonic B-58 Hustler. Provocative, witty and intensely personal, PILOTO offers a fascinating portrait of a pioneer who helped pave the way for today's Latino men and women pilots-and for all those who will fly into the future. *(From back of book)*

## **Resilience and Courage: Women, Men, and the Holocaust** **By Nechama Tec, 2003**

In the, Nechama Tec's fifth book on the Holocaust, vivid individual stories blend effortlessly with detailed comparisons of wartime experiences of women and men. The Result is a gripping account of the distinct coping strategies and ultimate fate of each sex. *(From inside book cover)*

## **Showdown: Confronting Bias, Lies, and the Special Interests That Divide America** **By Larry Elder, 2002**

Larry Elder's The Ten Things You Can't Say in America went head-on against conventional “wisdom” and struck a chord across the country with its commonsense philosophy backed up by hard facts. Now this vigorous and provocative thinker has written a book that identifies and slays the entrenched and enmeshed special interests and government-spending habits that hamstringing the citizens of this country at every turn. *(From inside book cover)*

## **Sons of Mississippi: A Story of Race and Its Legacy** **By Paul Hendrickson, 2003**

This book recounts the story of seven white Mississippi lawmen depicted in a horrifically telling 1962 Life Magazine photograph—and of the racial intolerance that is their legacy. In that photograph, which appears on the front of this jacket, the lawmen (six sheriffs and a deputy sheriff) admire a bill club with obvious pleasure, preparing for the unrest they anticipate—and to which they clearly intend to contribute—in the wake of James Meredith's planned attempt to integrate the University of Mississippi. In finding the stories of these men, Paul Hendrickson gives us an extraordinarily revealing picture of racism in America at that moment. *(From inside book cover)*